![PMI Netherlands Chapter logo]

Newsletter

In this issue...

Editor's Note

We project managers and people involved in projects should never stop learning and increasing our knowledge. There are different ways to boost our careers and increase our hard skills capabilities such as assisting to conferences, leveraging from SMEs or obtain certifications.

In the latter, PMI offers a diversity of options ranging from specialize topics including risk management, scheduling management to general topics including PMP and Agile certifications. Holding certifications can optimize our approach towards projects, be more versatile professionals and provide more confident on our sponsor and stakeholder. In this edition, find out more about certification and its future, welcoming our PMI new CEO and President and don't forget to register for our most awaited PM congress in April, visit https://pmcongress2019.org/ for details.

PMCongress2019 ready to Launch!

PMI is committed to innovation and excellence. 2019 is also our jubilee of 50 years in PMI.

What better time to launch the next generation in our members annual event than right now. This congress will replace our PM Summit, and focus on bridging the knowledge and talent gap challenging Project Managers and business. We will be joined by our co-hosts, TU Delft, to showcase the best and brightest thinking from Universities from around the world. We will also be reaching out to Business Leaders in Europe to gain the value of their 'big picture thinking'. Expect to see some of our PMI European and US colleagues in the crowd also. What will you see there you can't get at other events:

- A mash up of what universities see in research and business people see in the field - a discussion from 2 different view points
- A Global crowd from the world of academia and business
- A variety of content and presentation styles (including some surprise, fun actives for you to experience)
- Inspirational key notes and invigorating workshops to give you idea and practical advice you can take back to your teams

Mark April 11 and 12, 2019 for the PMCongress in Delft. Register now and visit https://pmcongress2019.org/

See you there!

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Congratulations to Recent PMI Certified Members

Name	Credential
Jorg Dane	PMP
Henk de Groot	PMP
Willem Nieuwland	PMP
Peter Mariman	PMP

Events Calendar Overview

April		
11-12	PMCongress2019	More info
13-15	PMI® EMEA Congress	More info
16	PM Parade	More info

Link to Event calendar on Chapter website

Project Management in Action ☺

All characters appearing in this work are fictitious. Any resemblance to real persons, living or dead, is purely coincidental.

Coverage: Experience the Change in Action

PMI NL Chapter
Experience the Change in Action
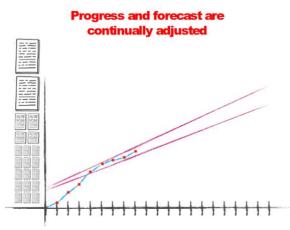
Host: Primaned

A big Thanks to our volunteer, Salvatore Castelli to cover March chapter meeting in an article!!
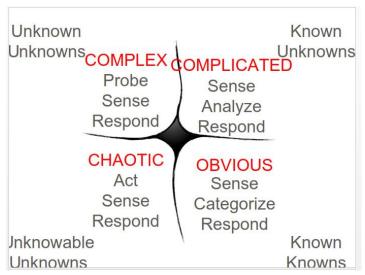
An interesting event was that held at COLT and about Agile. First Peter Veenman has presented COLT as a company projected toward the needs of the customer, where agile mindset and management is vital for their core business. A business that strongly believes in knowledge sharing and investment in talented people. All beliefs that have brought COLT developing projects around the world. A great opening in harmony with the content of the second presentation of Jurjen de Groot.

Jurjen has shared with the participants his agile journey of the last few years. As consultant of Strict, he has supported the integration process of the 26 police jurisdictions as they are only one and the digitalization implementing web and app solutions at the service of the citizens.

The journey of Jurjen started with the observation that the entire world is conflict. Old vs new, traditional vs modern, sequential vs iterative… waterfall vs agile development. According to Jurjen, the secret of all is "using the proper tools for the proper purpose." To highlight the importance of this concept he has introduced the Cynefin framework, which shows which type of approach is more appropriate for the type of situation the project manager is facing.

At the end the message was quite clear and simple. If the situation is obvious, don't make it complex. If the situation is complicated, deliver. If complex, discover. Jurjen has also presented the concept of the cone of uncertainty to monitor the progress and to forecast such type of projects:

To put it simple, agile methodology allows project managers to adapt to the variable needs of the client and reduce the over processing common in a waterfall approach, which can be considered scrap in case of change orders. Agile helps project manager being flexible to client requirements, reactive to the changes, and minimize the impact of cost's changes.

After a short break, Ger van der Geld, president of PMI Netherlands Chapter, has presented what the chapter has accomplished in 2018 and the target of 2019. The intention to put more energy and resources (and volunteer) for the growth of the organization in terms of digitalization, and membership's and partnership's number. Ger has also presented what is a pain point for the organization, the constant reduction of the number of participants to the survey, which is key in order to provide the best service to all members.

As usual, the event is ended with a positive networking and chit-chat about thoughts and interests.

Help Wanted - Volunteer Positions

Regional PM Network and Drink Meeting Organizers: To organize informal PM Network and drink meetings to discuss PM related subjects; Promote PMI, PMI NLCH in your region and feedback suggestions and subjects to the chapter. Interested? Please contact: membership@pmi-netherlands-chapter.org

Event Coverage volunteer: We are looking for create a group of volunteers that regularly visit the chapter events and are willing to write a short summary for that chapter event. We will strive to it that it will result that a person has to write 1-2 times per year a summary. So a group of 5-6 persons or more would be great. Volunteers to contact events@pmi-netherlands-chapter.org

Certifications

You, certified.

In an increasingly projectized world, PMI professional certification ensures that you're ready to meet the demands of projects and employers across the globe. Developed by practitioners for practitioners, our certifications are based on rigorous standards and ongoing research to meet the real-world needs of organizations. With a PMI certification behind your name, you can work in virtually any industry, anywhere in the world, and with any project management methodology. Wherever you are in your career, we have a certification for you.

PMP®
Project Management Professional (PMP)°

The PMP is the gold standard of project management certification. Recognized and demanded by organizations worldwide, the PMP validates your competence to perform in the role of a project manager, leading and directing projects and teams.

PgMP®
Program Management Professional (PgMP)°

Designed for those who manage multiple, complex projects to achieve strategic and organizational results.

PfMP®
Portfolio Management Professional (PfMP)°

Our portfolio management certification recognizes the advanced experience and skill of portfolio managers. The PfMP demonstrates your proven ability in the coordinated management of one or more portfolios to achieve organizational objectives.

CAPM®
Certified Associate in Project Management (CAPM)°

The CAPM demonstrates your understanding of the fundamental knowledge, terminology and processes of effective project management.

PMI-PBA®
PMI Professional in Business Analysis (PMI-PBA)°

The CAPM demonstrates your understanding of the fundamental knowledge, terminology and processes of effective project management.

PMI-ACP®
PMI Agile Certified Practitioner (PMI-ACP)°

Created for those who believe in and apply agile principles and practices on projects. It requires a combination of training, experience and an exam. It also bridges agile approaches such as SCRUM, XP, LEAN and Kanban.

PMI-RMP®
PMI Risk Management Professional (PMI-RMP)°

The PMI-RMP certification recognizes demonstrated knowledge and expertise in the specialized area of assessing and identifying project risks along with plans to mitigate threats and capitalize on opportunities.

PMI-SP®
PMI Scheduling Professional (PMI-SP)°

The PMI-SP certification recognizes demonstrated knowledge and advanced experience in the specialized area of developing and maintaining project schedules.

More information: https://www.pmi.org/certifications

The Future of Project Management Certifications

Things have changed. Today, if we want to learn how to wire a switch, we are more likely to search YouTube for "how-to" videos than look it up in a thick DIY encyclopedia and read about the process. Seeing something done is easier to understand than reading about it. We are primarily visual learners and prefer "show me, don't tell me" microlearning just in time for use. Also, since we are rarely without an internet connection these days, how much do we need to memorize now that everything is searchable?

Not Your Father's PMP® Anymore

When considering the format of exams, it may be tempting to just keep things as they are. Viewpoints still exist along the lines of "I went through the pain of memorizing everything and sitting a four-hour exam, why should today's candidates be let off?" However, these views are less defendable in a marketplace that is seeing lighter-weight credentials grow at much quicker rates than more rigorous ones. As the PMI-ACP® exam reaches the 25,000 members mark, the AgilePM credential has already passed 100,000. There are likely well over 1 million Certified Scrum Master credential holders, although the number is difficult to estimate because of the fragmented nature of the marketplace (and originally, there was no requirement for an exam.)

However, beyond ease and popularity, the world of learning is also changing. Should London taxi drivers be tested on their ability to recall the best way from Paddington Station to Soho or trusted to use a GPS unit that has real-time traffic updates? Using real-time traffic routing is probably most efficient, but I would hope they know the way in case their GPS was not working for any reason. When schools allowed calculators in classrooms and math exams, many people complained it eroded the ability to perform mental or long-hand arithmetic. Others argued it allowed for higher-level thinking on practical problem solving and reflected commonly used tools. So, do we need rote learning with regurgitation of process sequences and formulae when most people in project management settings have access to an internet connection? Would open-book exams be more realistic? What about allowing an internet connection? Perhaps process maps and formulae sheets are like math calculators that allow us to better test practical application. Or maybe, like relying on GPS routing instead of understanding spatial relationships, they mask gaps in basic knowledge we try to identify with exams?

Lessons from Neuroscience

People are easily bored. Maybe it is evolution's way of rewarding experimentation. When we make new experiences fun and rewarding, then people want to do them more. Manufacturers of gaming machines understood this years ago and built frequent small rewards into their products. It is a reason gambling can be addictive—the frequent rewards and random payouts keep people engaged. The same ideas have been applied to fitness and learning applications with electronic badges, alerts and notifications. Anyone who has used second-language learning apps like Duolingo will have experienced these ideas first hand. Progress bars, levels and reminders help keep people engaged, and machine-learner adjusts the topics and difficulty based on results to keep people challenged but not overwhelmed.

This may sound juvenile ("I don't need kiddy stickers to keep me motivated!"), but studies find they do help. You have probably noticed on ProjectManagement.com that there are electronic badges for creating content, commenting on articles, answering questions, etc. You may not consciously take part, but many people do. A long-standing issue for PMI has been people who join to get the PMP credential but then never renew their membership. Attrition rates are a concern, and maybe badges, points or scoreboards to encourage ongoing interaction might keep more of these people engaged. More frequent touch points and the opportunity to gain rewards or PDUs for tasks like answering questions, being a mentor and reading, rating and commenting on articles might be a partial solution. It is tricky though, and some people will game this gamification. Simply posting generic comments such as "Thanks for the article" or "Interesting post" usually earn the same credit as well-reasoned questions or analysis. Personally, I am happy to get any feedback on these posts I write—but I am not awarding PDUs or qualifying people to sit exams, so the rigor is different.

Microlearning

We do not learn in large increments. We learn in small chunks, one element at a time. Then we assemble them to understand larger ideas and to solve problems. Ideally, we learn just what we need, just before we need it. This is the idea behind microlearning—providing just the right amount of information necessary to achieve a specific, actionable objective. An example of microlearning from the future is depicted in the movie The Matrix. A character, Trinity, needs to learn how to fly a P212 helicopter as she is walking toward it. That knowledge and skill is uploaded into her brain via a computer-to-brain interface—and suddenly she has the required skills to function as a helicopter pilot. Until we develop a computer-to-brain interface, microlearning relates to the trend for just-enough, just-in-time practical training. It might sound fancy but watching that YouTube video on wiring a switch is a perfect example of microlearning in action.

Given it is impossible to learn or use all of our project management knowledge at once, is microlearning a better approach to training and certification? Instead of one huge exam that is daunting and unnatural to prepare for (since we only learn incrementally), should we take multiple smaller exams instead? Yet if I forget about project planning by the time I learn about stakeholder management, am I a useful project manager? If I can look it up again quickly, maybe.

What About the Millennials?

Youngsters…what do they know? Well, youngsters—and millennials in particular—are the largest spending demographic group and will soon be the largest workforce demographic also, so any plans for project management credentials should not ignore these groups or their preferences. People are growing up with phones and tablets as their portals into the world of information and knowledge. They may seem insular and self-absorbed yet are actually socially well-connected (via technology rather than face-to-face interactions). Young people are comfortable with watching videos, reading short documents on their phones, posting comments and sharing content. In fact, they prefer to glean information from short notes about topics rather than reading long books.I must admit I am old school and feel a little guilty listening to an audio book rather than reading it. I tried one of the popular book-summary services that lets you read 10 books a month by condensing the key ideas of a book into a few pages. I read some summaries of full books I had previously read. Yes, they are much faster to read, but wow…the content they omit seemed criminal. Watership Down: Some rabbits hop about. Moby Dick: A guy goes fishing. However, before I digress into an old-man rant and start yelling at clouds, remember I am not the target demographic for the future of project management credentials.

The Future, Available Now

PMI recently launched its new PM Edge service. It features microlearning with one- to two-minute videos about topics such as "Agile and waterfall," "How to run effective meetings" and "Risk Management." The videos are supported by short articles (one to two pages) and flashcards on key topics. Each topic has a quiz and an opportunity to earn electronic badge-based credentials. PM Edge is aimed at young professionals wanting to understand project management—and do so using mobile technology. The content looks good and professionally produced. Just a couple of the agile quiz questions seemed off, but it is early days yet. The electronic badge credentials cost $15, which is much cheaper than any physical credential. You don't receive anything tangible; yet if your life is lived online, what use is a piece of cardboard? The topics and quiz questions do not appear to be tuned by machine-learning to adjust based on performance. However, creating the platform was probably a higher-priority feature. Now that the site is in place, additional features can be added based on feedback. There is no phone app for PM Edge yet, so the full set of notifications and alerts for reminders to engage, keep your study streak going, etc. are not in place. However, we will likely see these in the future.

Summary

I am sure there will be a market for traditional, long-form, in-person exams for the next five to 10 years. People will also continue to buy thick books on project management topics. Yet, during this same period, we will see a large increase in mobile, AI-powered platforms. Just-in-time microlearning featuring videos and visual interactions will replace reading about topics. The tools will encourage interaction with other PMs, track learning progress and log PDUs automatically. I am sure the early versions of these products and platforms may seem incomplete or awkward. However, that is how every emerging technology starts. Amazon used to only sell books, and Netflix used to only mail movies. Yet the benefits of visual-based learning—just in time for what you need to accomplish—are not going away. Even as an old-school book nerd, I'm looking forward to it.

Adapted from: ProjectManagement.com / Mike Griffiths

Welcoming New PMI CEO and President: Sunil Prashara
PMI's priority is about advocating Project Management as a Profession

As Project Management Institute announces its new President and CEO Sunil Prashara to lead the cause, PMI is all set to receive his global leadership, expertise in digital transformation and passion for PMI's extension. "Project Management Institute's priority is about advocating Project Management as a Profession, helping Organizations become successful in present and future." Sunil said. "Technology is transforming the way the world conducts business at lightning speed. I look forward to working with the team at PMI to deliver on a bold, new multi-year initiative designed to sharpen the Organization's strategic direction, enhance its technological capabilities to embrace shifting workplace trends, and deliver unparalleled value to our members, volunteers, chapters and project professional."

Prior to joining PMI, Sunil served as CEO of i1too Ltd. in the U.K., a sales accelerator for digital start-ups, which he founded in 2016 and grew internationally. He has also served as CEO of Expereo International. His multi-functional, multi-cultural, multi-geographical experience includes managing sales, operations and digital transformation for companies such as Vodafone, Nokia, Accenture and Perot Systems (NTT). As a Business executive, he has developed an appreciation for Project Management expertise and understands from an "Outside - in" perspective how PMI can expand its reach globally.

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This Month's Newsletter Contributors

- o Keith Mitchell – Chief Operations Officer
- o PMI NL Board members
- o Lars Bessems, Director – Events
- o Vikram Srivastava, Director – Marketing and Communications
- o Anthony Sichra – Editor Newsletter

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Let's stay in touch

Our webpage is the main source of information about the PMI Netherlands Chapter:
http://pmi-netherlands-chapter.org
You can also sign up here to get Chapter news on your email.

Join our LinkedIn group:
http://www.linkedin.com/groups/PMI-Netherlands-Chapter-130083
Share your thoughts and join discussions. We will also inform you about Chapter events, Newletters issues and other PMI news.
You can also follow our company page:
https://www.linkedin.com/groups/130083/

Check out our Facebook Fan page:
https://www.facebook.com/PMINetherlandsChapter
which was set up to inform you about recent news and for community building purposes. We will let you know about Chapter events, Newletters issues and share with you our meetings' impressions.

Besides the website, LinkedIn and Facebook you can follow us on Twitter:
https://twitter.com/pminlch
On a regular basis we send tweets to inform you about Chapter events, news from PMI etc.
Have a look and give it a go and join other followers. Looking forward to tweet-connect.

To make reading our newsletters more convenient for you, we've created an Issuu account where you can find all our newsletters: http://issuu.com/pmi_netherlands_Chapter

You may also be interested in the latest Newsletter of **IPMA-NL**.
Their calendar of their events can be found here.

The calendar of events of the **Best Practice User Group-NL** can be found here.